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ABSTRACT

In 1992, the North Carolina State Board of Community Colleges adopted a new policy to demonstrate its commitment to include women and minorities in administrative roles. A task force was formed to make recommendations, outlined in this document, for implementing the new policy within the North Carolina Community College System (NCCCS). Included in this report are the NCCCS mission and policy statements, as well as twenty policy recommendations. The mission statement focuses on the development of individual student potential and diversity management. The policy statement expands upon these issues and states initiatives for increasing diversity and nurturing greater awareness, including developing diversity plans, creating and expanding professional development programs and activities, and strengthening recruitment efforts, search committee processes, and retention strategies. Twenty specific recommendations for implementing a comprehensive diversity enhancement strategy follow. Preceded by commitment statements from the trustees and presidents of local community colleges and the State Board for Community Colleges, these recommendations set the stage for effective institutional change. (YKH)

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Task Force Report to The State Board of Community Colleges

Recommendations to Increase Opportunities for Women and Minorities within the North Carolina Community College System

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Adopted by the
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INTRODUCTION

On March 5, 1992, the State Board of Community Colleges adopted a Policy on increasing opportunities for women and minorities to demonstrate its commitment to the inclusion of these groups in administrative roles. Part of this policy statement directed that a task force be formed to make recommendations on implementation of this policy to the State Board at its June 1992 meeting. The task force was made up of representatives from the State Board of Community Colleges, North Carolina Association of Community College Trustees, North Carolina Association of Community College Presidents, North Carolina Chapter of the American Association of Women in Community and Junior Colleges and North Carolina Council on Black American Affairs, and three at-large members representing other ethnic groups. The task force recommendations appear in this report following a restatement of the Community College Mission and Policy statements.

MISSION STATEMENT

The North Carolina Community College System is a statewide organization of public, two-year, post-secondary educational institutions with an open-door admissions policy. Its mission is to provide adults in North Carolina with quality and convenient learning opportunities consistent with identified student and community needs. These opportunities are accessible to all students regardless of age, sex, socio-economic status, ethnic origin, race, religion or handicap. Educational training programs are designed to enhance the personal, social and economic potential of the individual and to produce measurable benefits to the state. The system fulfills this mission through a variety of programs and courses aimed at developing the potential of the individual student.

Today, we stand on the brink of a new century in which increasingly rapid changes will test our resources and resourcefulness. Two of these changes will impact everything from politics to industry, from education to culture, and these are the changing racial and ethnic makeup of our country and the emergence of women in the workforce.

Those individuals responsible for providing leadership to the community college system have recognized that managing diversity is an issue of significant importance to the overall system. The administrations of the Department of Community Colleges and the local colleges need more nearly to reflect the composition of the communities they serve as well as the demographics of the student body.

At the forefront of this diversity effort are the members of the North Carolina State Board of Community Colleges and the System President. Recognizing that the challenges of diversity in the 1990's and beyond are of great concern, the North Carolina State Board of Community Colleges adopted the following policy statement on March 5, 1992.

POLICY STATEMENT

The North Carolina State Board of Community Colleges is committed to creating and fostering an environment within the North Carolina Community College System which is conducive to the inclusion of minorities and females in leadership roles. In a system enrolling over 800,000 students and employing more than 21,000 faculty and staff, the State Board believes that the basis of diversity is to create a climate in which the needs of the individuals of different cultures and backgrounds are recognized, understood and addressed for the overall betterment of the system.

Given the changing demographics of the North Carolina Community College System — with more than 21 percent of the student population composed of minority students and almost 60 percent female — as well as the changing North Carolina workforce, the State Board recognizes the necessity for department and college administrations to reflect more nearly the composition of their constituencies.

Therefore, the State Board encourages the North Carolina Community College System and the Department of Community Colleges to embrace initiatives for increasing diversity and nurturing greater awareness by:

- Developing diversity plans as part of each college's institutional effectiveness plan;

- Creating and expanding professional development programs and activities to prepare individuals to enter senior-level administrative positions; and

- Examining and strengthening recruitment efforts, search committee processes and retention strategies to increase diversity.

In addition, the State Board recognizes the importance of developing specific processes toward instituting comprehensive strategies for implementing diversity.

To fulfill this commitment, the Chairman of the State Board of Community Colleges will appoint a committee composed of State Board members, community college presidents and trustees and others as appropriate to develop processes by which diversity can be enhanced throughout the system and the department. This committee will report its recommendations to the State Board at its meeting in June 1992.

RECOMMENDATIONS

What follows are twenty specific recommendations for implementing a comprehensive strategy for diversity enhancement. Beginning with commitments from the trustees and presidents of the local community colleges and the State Board of Community Colleges, these recommendations set the stage for effective institutional change.

Recommendation 1

Recommend that each college include as part of its Institutional Effectiveness Plan a section on ethnic and gender diversity. The section should incorporate the following components: leadership statement; plans for progress toward increasing faculty, staff, and student diversity; timeframes and schedules; and procedures for monitoring, accountability and evaluation.

Recommendation 2

Recommend that the State Board of Community Colleges provide funds for the expansion of the existing Executive Management Leadership Institute to increase the number of enrollees to a

maximum of 50 individuals per year and to encourage presidents to nominate more minorities and females.

In addition, the State Board of Community Colleges should encourage and support the continuation and expansion of the leadership training programs offered by the North Carolina affiliates of the American Association of Women in Community and Junior Colleges and the Council on Black American Affairs.

Recommendation 3

Recommend that the department, in conjunction with the North Carolina Association of Community College Presidents, initiate six (6) regional seminars on "understanding ethnic and gender diversity" for all senior-level administrators in the system during 1993. The content of these seminars should become part of the orientation for new senior-level administrators beginning in 1994.

Recommendation 4

Recommend that the department, in conjunction with the North Carolina Association of Community College Trustees, develop vigorous leadership training including ethnic and gender diversity sessions for local college Boards of Trustees.

Recommendation 5

Recommend that the department develop and implement a statewide mentoring program for the community college system. Mentoring and role modeling are proactive ways of promoting the success of individuals in leadership positions.

Recommendation 6

Recommend that the department, in conjunction with the North Carolina Council on Black American Affairs, the North Carolina Chapter of the American Association of Women in Community and Junior Colleges and other interested groups, develop special seminars related to career counseling, professional growth and development, and networking for all employees interested in leadership, with a strong emphasis on minority and female participation.

Recommendation 7

Recommend that college and department employees who desire professional development opportunities should have an individual professional career growth plan and the opportunity to pursue advanced degrees.

Recommendation 8

Recommend that individual colleges examine and strengthen their recruitment, search-committee and retention strategies in order to increase diversity efforts. The intent of this recommendation is to review current procedures to ensure that artificial barriers do not exist.

Recommendation 9

Recommend that colleges increase the recruitment of minority faculty in order to increase the available pool of minorities in the academic pipeline.

Recommendation 10

Recommend that the department investigate the effectiveness of applicant pools as administered by other states and implement those strategies that have been successful. If an applicant pool is developed, in contrast to the previous pool, the proposed applicant pool should be expanded to include all minorities and females interested in pursuing a career within the community college system. The intent is to develop an applicant pool that can be available on a voluntary basis as a resource for community colleges to use in locating minority and female applicants.

Recommendation 11

Recommend that the department collect and distribute information for colleges to use in establishing and implementing their plans for progress toward increasing faculty, administration, and student diversity in incremental steps for a 10-year period (1993-2003). The data will include the following:

a. *data on labor market availability;*

b. *demographics of individual college service areas; and*

c. *individual college student-body, administrative and faculty profiles.*

Individual college goals will be aggregated to form systemwide goals.

Recommendation 12

Recommend that the department, in an effort to increase the number of underrepresented minorities and women in the academic pipeline, communicate directly with the administration of The University of North Carolina system concerning this need and direct attention toward the academic credentials required for entry-level positions within community colleges.

Recommendation 13

Recommend that the State Board of Community Colleges and local Boards of Trustees secure funds to implement minority and female development and recruitment programs.

Recommendation 14

Recommend that the department recognize exemplary programs which promote diversity and cultural awareness and, further, that the department disseminate information on successful programs to the colleges.

Recommendation 15

Recommend that the department include funds at the state level to assist the colleges in advertising professional positions. Presently, the colleges act independently in advertising professional positions. Each college approaches advertisement and recruitment differently. With departmental assistance, uniform procedure can be implemented for advertising key staff positions. In addition, the department's involvement in advertising and recruitment would assist the colleges in increasing diversity. State-level assistance will supplement, but not replace, local advertisement and recruitment efforts.

Recommendation 16

Recommend that the department provide technical assistance and overall coordination for the diversity effort.

Recommendation 17

Recommend that the implementation of the recommendations in this report as they apply to the department be incorporated into the responsibilities of appropriate department personnel.

Recommendation 18

Recommend that progress toward diversity be reported annually by the System President to the State Board of Community Colleges.

Recommendation 19

Recommend that the State Board of Community Colleges and the local Boards of Trustees be encouraged to adopt resolutions supporting the concept of diversity and supporting the recommendations contained in this report.

Recommendation 20

Recommend that the Manual for Trustees of the North Carolina Community College System be revised by the trustees to include a section on diversity as part of "The Trustee's Work." (pp. 16-18).